



YOUR GOALS



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CERTIFICATE PROGRAM SUPERVISORY SKILLS

11-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRMD501 **Selection Requirements and Communication Skills for Interviewing**

ILRMD502 **Legal and Unbiased Interviewing and Selection**

ILRMD503 **Overcoming Barriers to Successful Management**

ILRMD504 **Leading People to Higher Performance**

ILRMD505 **Legal Issues in the Workplace**

ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**

ILRMD507 **The Power of Managing Your Time and Personal Priorities**

ILRMD508 **Manage People Issues to Stay Focused on Priorities**

ILRMD509 **The Impact of Personality Styles on Communication**

ILRMD510 **Managing Communication Challenges**

ILRMD511 **Managing Performance**



Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



Certificate Supervisory Skills



e CORNELL

Overview

eCornell has worked hand-in-hand with Cornell University's School of Industrial and Labor Relations to adapt its renowned Supervisory Skills Certificate for convenient online delivery. This series of 11 courses provides supervisors and managers from entry level to mid-level with the skills and competencies they need to manage their time, communicate effectively, motivate their employees, resolve workplace confrontations, prevent and address inappropriate workplace behavior, conduct legal and unbiased employee interviews, and manage the performance of their direct reports.

Whether taken individually to develop or sharpen specific skills or collectively in pursuit of the certificate, these courses will help supervisors and managers become more efficient, more effective, and better able to fulfill their workplace responsibilities. In addition, students who earn the full certificate possess a recognized and highly-regarded credential to give them the competitive edge they are seeking while contributing greater value to their organization.

Component Courses

The certificate series consists of the 11 courses listed below, totaling approximately 66 hours of learning.

- ILRMD501 **Selection Requirements and Communication Skills for Interviewing**
- ILRMD502 **Legal and Unbiased Interviewing and Selection**
- ILRMD503 **Overcoming Barriers to Successful Management**
- ILRMD504 **Leading People to Higher Performance**
- ILRMD505 **Legal Issues in the Workplace**
- ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**
- ILRMD507 **The Power of Managing Your Time and Personal Priorities**
- ILRMD508 **Manage People Issues to Stay Focused on Priorities**
- ILRMD509 **The Impact of Personality Styles on Communication**
- ILRMD510 **Managing Communication Challenges**
- ILRMD511 **Managing Performance**

Target Audience

The courses comprising the Supervisory Skills Certificate are designed for shift supervisors, entry-level managers and supervisors up to mid-level managers seeking an opportunity to obtain a richer, deeper understanding of supervisory and management skills.

Accreditation

Students who successfully complete all 11 courses in this series receive a Supervisory Skills Certificate from Cornell University's School of Industrial and Labor Relations.

In addition, Cornell's School of Industrial and Labor Relations (ILR) awards 1.2 Continuing Education Units (CEUs) to each student who has successfully completed any of the two-course programs in the Supervisory Skills Certificate series (this translates to 0.6 CEUs per course). Students can apply to the ILR school for the CEU units after they have completed both courses in a program.

ILRMD501 Selection Requirements and Communications Skills for Interviewing



Course Overview

Making the wrong hiring choices is costly and time consuming for organizations of all sizes. An effective way for businesses to identify the best candidates for a position is through a structured, job-focused interviewing process, where interviewers have effective interviewing skills and understand the legal aspects of employment practices. In this interactive, skill-based course, participants learn how to structure an interview using the Results-based Selection Requirements (RSR) process. This model eliminates bias and stereotyping of job candidates, examines compliance with employment laws, and focuses on the communication and listening skills required for effective interviewing.

Target Audience

This course is indispensable for human resource and recruiting specialists, as well as managers working at all levels of the organization who are involved in the hiring process.

Organizational Outcomes

Participants who complete this course will be able to:

- Develop and demonstrate effective, unbiased interviewing techniques
- Use advanced listening skills
- Learn how approachability and openness can elicit candid responses from job candidates
- Recognize and ensure compliance with applicable employment processes
- Design and implement a system of Results-based Selection Requirements as a foundation for the interview process

Course Benefits

In this course, participants will learn about:

- Communications skills necessary for highly effective interviewing
- Compliance with employment laws and when to seek legal advice
- Elimination of bias and stereotyping from the interview process
- Qualities of approachability that help elicit candid responses from interviewees
- Effective listening skills
- Results-based Selection Requirements as a foundation for the interview process
- Objective comparison and selection of the best-qualified candidate

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Interviewing and Selection**
- **Human Resources: Selection and Staffing**

Faculty Authors

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Associate Director, Management Programs
School of Industrial and Labor Relations
Cornell University

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
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ILRMD502 Legal and Unbiased Interviewing and Selection



Course Overview

In a competitive global economy it is essential for all organizations to conduct job interviews that result in the selection of the most capable and competent candidates available. Effective and efficient interviewing requires advanced preparation and a structured approach. In addition to carefully constructing job-related questions, interviewers must ensure compliance with applicable laws and must also make certain that their assessments and recommendations remain unbiased. In this interactive, skill-based course, participants will learn how to prepare for job interviews, create a positive interviewing environment, conduct legal and unbiased interviews, and identify the best-qualified candidate for the position.

Target Audience

This course is indispensable for human resource and recruiting specialists, department heads, and managers working at all levels of the organization who are involved in the hiring process.

Organizational Outcomes

Participants who complete this course will be able to:

- Ensure compliance with applicable employment laws
- Identify problematic and inappropriate questions, statements, and behaviors that can occur in an interview
- Proactively avoid legal problems throughout the interview process
- Avoid bias and stereotypes in order to accurately assess a candidate
- Develop and carry out highly effective, efficient, and unbiased interviews using a Results-based Selection Requirements (RSR) process
- Objectively compare candidates and select the best-qualified candidates for their organization

Course Benefits

In this course, participants will learn about:

- Potential legal issues and inappropriate questions in the interview process
- Biases and stereotypes that negatively affect the interview process
- Successful interview environments
- Effective interview techniques
- Effective questioning for exploring a candidate's skills and strengths
- Objective selection of the best qualified candidate for the job

Certificate

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- **Management Essentials: Interviewing and Selection**
- **Human Resources: Selection and Staffing**

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ILRMD503 Overcoming Barriers to Successful Management



Course Overview

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement. In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

Target Audience

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles to improve listening skills and approachability

Course Benefits

In this course, participants will learn about:

- Personal paradigms and collaborative management styles that produce positive change
- Facilitation of employee teams for more efficient problem solving and increased productivity
- The relationship between approachability, effective communication, and trust
- Active listening techniques that are indispensable for effective communication

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Performance**
- **Management Essentials: Managing Effectively**

Faculty Authors

Anthony Panos
Statewide Director, Management Programs
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Tom Willett
Associate Director, Management Development Programs
School of Industrial and Labor Relations
Cornell University



Course Overview

An improperly motivated workforce always results in a less efficient, less productive, and less profitable organization. The goals of individuals must be aligned with the goals of the organization in order to thrive. In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with the organization's goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

Target Audience

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

Organizational Outcomes

Participants who complete this course will be able to:

- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers' personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees' performance

Course Benefits

In this course, participants will learn about:

- Effective techniques for motivating employees
- Recognizing indicators of motivation and determining individual motivators
- Aligning individual motivators with the organization's needs and interests
- Using confrontation as a motivational and developmental tool to manage more effectively
- Diffusing and resolving conflict efficiently
- Different leadership styles and their proper application

Certificate

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- **Management Essentials: Managing Effectively**

Faculty Authors

Anthony Panos
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Tom Willett
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School of Industrial and Labor Relations
Cornell University



Course Overview

Explore federal, state, and local employment laws and how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and diversity. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel. Work within the law when interviewing, hiring, evaluating, and firing employees.

Target Audience

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

Organizational Outcomes

Participants who complete this course will be able to:

- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

Course Benefits

In this course, participants will learn about:

- Employment-related laws and their impact on decision making
- Local, state, and federal laws dealing with wages, benefits, safety, and labor
- Equal Employment Opportunity, Affirmative Action, and diversity
- Legal risks associated with management decisions
- Potential legal risks when interviewing, evaluating, and disciplining employees

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

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ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors



Course Overview

Under current employment laws and regulations, employers are responsible for the safety and well-being of all employees. This includes protecting employees from inappropriate behaviors, regardless of whether they originate from a supervisor or a co-worker. In this course, participants learn how to identify, prevent, and address inappropriate workplace behaviors and how to reduce risk when interviewing, evaluating, and disciplining employees. This course also addresses the use of a policy manual as a means to apply a consistent and structured process and procedure for dealing with unsuitable behavior and confidential complaints.

Target Audience

This course is imperative for managers at any level and in any industry who are responsible for leading and managing a workforce or for hiring new employees.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify inappropriate workplace behaviors and strategies for addressing them
- Develop a policy manual detailing policies and procedures for handling, resolving, and preventing inappropriate behaviors and complaints
- Manage confidential issues surrounding inappropriate behavior

Course Benefits

In this course, participants will learn about:

- The scope and range of inappropriate workplace behaviors
- Strategies for dealing with and preventing inappropriate workplace behaviors
- Designing a policy manual relevant for their organizations
- Using company policy to develop a structured and consistent approach to handling employee complaints
- Maintaining confidentiality throughout a complaint procedure

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

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ILRMD507 The Power of Managing Your Time and Personal Priorities



Course Overview

The ability to manage time and prioritize one's work is an essential skill that professional managers must master in order to be successful. Today, most jobs require managing multiple priorities while simultaneously looking for ways to improve performance. In addition, professionals need to balance careers with personal priorities. In this course, participants learn a series of invaluable techniques for managing time, setting priorities, changing mental patterns to enhance productivity, and focusing on personal values and life goals.

Target Audience

This course is fundamental for all administrative and supervisory personnel at every level of the organization who want to learn how to use their time more wisely and become more organized, efficient, and valuable to their organization.

Organizational Outcomes

Participants who complete this course will be able to:

- Analyze their patterns of thought and behavior and make positive life changes
- Write a personal mission statement that reflects personal values and life goals
- Recognize and respond to the benefits of setting priorities
- Identify time-wasters and practice techniques for managing them
- Use tools to set and rank priorities
- Process paperwork systematically and efficiently

Course Benefits

In this course, participants will learn about:

- Positive change as a means to increase productivity
- Time management and priority and goal setting
- Action plan development and implementation
- Time-wasters and how to avoiding them
- Specific techniques for maximizing daily productivity

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**

Faculty Author

Judi Hampton
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Cornell University

ILRMD508 Managing People Issues to Stay Focused on Priorities



Course Overview

Successful leaders and managers are dependent on their abilities to deal with and manage the interruptions, conflicts, and stress that are inherent in managing others. In this course, participants will learn about a number of resources and practical techniques for maintaining good working relationships and working with others efficiently and harmoniously. They will also learn the tools and techniques that are instrumental for effective communication and conflict resolution and how to deal with potentially unproductive situations and co-workers.

Target Audience

This course is fundamental for all professionals in any organization who want to learn how to handle stressful situations with co-workers in a meaningful and productive fashion.

Organizational Outcomes

Participants who complete this course will be able to:

- Manage interruptions while maintaining good working relationships
- Improve productivity by delegating tasks, motivating others, and resolving conflicts
- Deal professionally and effectively with difficult people
- Create an action plan for managing multiple priorities

Course Benefits

In this course, participants will learn about:

- Handling interruptions efficiently and tactfully
- Motivation and appropriate delegation
- Miscommunication and the negative impact it has on productivity and morale
- Resolving interpersonal conflicts promptly and permanently
- Managing stress through the development of an action plan

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**

Faculty Author

Judi Hampton
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Cornell University

ILRMD509 The Impact of Personality Styles on Communication



Course Overview

Interpersonal communication is one of the most challenging and important aspects of a successful career. It is essential for leaders and managers to understand the basics of communications, their own communication styles, the critical role of emotional intelligence, and the impact of all of this on their co-workers and their organization. In this course, participants will learn why good interpersonal communication skills are so important, how personality styles affect personal communication styles, and how this understanding can improve one's ability to work with and manage employees.

Target Audience

This course is important for all professionals—in any industry—who want to greatly improve their ability to communicate effectively.

Organizational Outcomes

Participants who complete this course will be able to:

- Understand the correlation between emotional intelligence and communication competencies
- Use different techniques for effective and active listening
- Choose the appropriate response style for different workplace situations
- Recognize and make use of the role that nonverbal communication plays in listening

Course Benefits

In this course, participants will learn about:

- The importance of effective communication
- The role of emotional intelligence in social interactions
- Myers-Briggs® assessment tool as a means to identify style and improve workplace communication
- Techniques for improving listening skills
- The role of nonverbal communication in listening

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
School of Industrial and Labor Relations
Cornell University

ILRMD510 Managing Communication Challenges



Course Overview

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

Target Audience

This course is important for all professionals--in any industry--who want to learn to be more assertive and effective in their communications.

Organizational Outcomes

Participants who complete this course will be able to:

- Communicate their interests and needs to others in an assertive and professional manner
- Use criticism as a tool to develop and enhance their skills
- Effectively manage difficult conversations and people

Course Benefits

In this course, participants will learn about:

- Distinguishing assertive behavior from passive, aggressive, and passive-aggressive behavior
- Overcoming anxieties in order to be assertive and effective in conversation
- Acknowledging criticism appropriately and using it for self-improvement
- Providing effective feedback
- Communicating clearly in challenging conversations
- Strategies for dealing with various types of difficult people

Certificate

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- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
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Cornell University



Course Overview

Organizations that run at peak performance understand that managing employee performance must be an active, continuous, and structured process of valuable feedback and constructive assessment. In this course, participants learn how to successfully design and use an integrated performance management model to effectively set specific goals that are tied to the organization's productivity and are a basis of ongoing feedback and periodic job evaluations.

Target Audience

This course is essential for all levels of managers, supervisors, and team leaders who are responsible for the overall performance of their employees and organization.

Organizational Outcomes

Participants who complete this course will be able to:

- Leverage a systematic performance management system to plan and conduct successful performance appraisals
- Identify individual behaviors and workplace situations that require the need for feedback
- Use two-way feedback and assessment to help employees develop their skills and abilities

Course Benefits

In this course, participants will learn about:

- Performance goals tied to organizational objectives
- Characteristics of an effective performance goal
- Ways to collaboratively develop goals with employees
- Ongoing feedback as an effective tool to raise morale and increase productivity
- Standard formats for performance appraisals
- Employee development as a tool for retention and increased productivity

Certificate

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Faculty Authors

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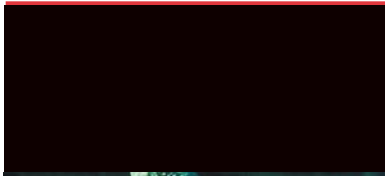
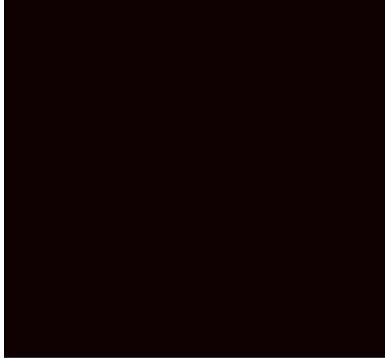
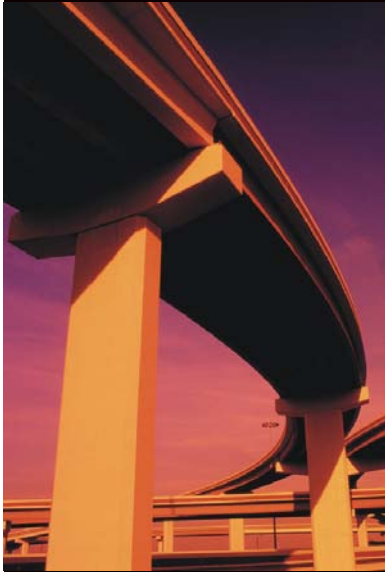
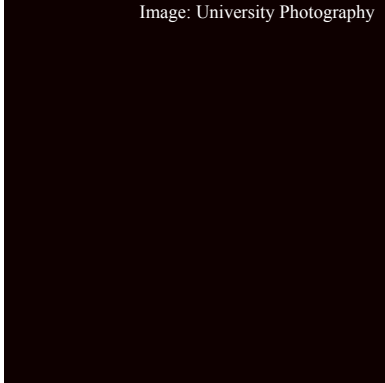


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“I would found an institution where any person can find instruction in any study.”

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